Shift Happens: Changes in Mission and Product Development of The Homeland Security Digital Library

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Agenda

- HSDL: What is it?
- Why Get in this Business?
- Shifts
  - Metasearch and Search and Categorization
  - Project to Product
  - User Base
- Content
- Marketing

HSDL: What is it?

The HSDL is sponsored by the Department of Homeland Security, Office for Domestic Preparedness (ODP).

It is an authoritative gateway to a wide range of resources on the subject of Homeland Security.

- One central repository of record
- Relevant, qualified information
- Categorization of results
- Instruction & research support
- One stop shop

HSDL: At a Glance

- Find What You Need:
  - Select from over 200 Homeland Security categories to direct your search in our browse function
  - Search through 189,000 stored and linked documents
  - Search simultaneously over multiple databases and journals
- Audience
  - Initial - The Naval Postgraduate School (CHDS) masters program and NPS research.
  - Target - DHS; federal, state, and local government; academic community

Why Get in this Business?

- Change in the expectation of our parent organization
  - Became content creator as well as provider
  - Aligned ourselves with the research function of the university
- Opportunities to
  - Use skills of staff both in collection development and in building the system
  - Bring visibility to the parent institution and to the Library
  - Build additional skills
- Leverage
  - Library resources and skills
    - Licensed content
    - Staff skills in building content
  - Funds from ODP
    - Allow us to purchase software
    - Add to the skill set available to the Library

HSDL and Metasearch tools

- HSDL Portal launched with Sirsi's SingleSearch as part of metasearch product in April 2004.
- Began partnership with NLM in [November 2004] to develop a next generation system based on their ToxSeek clustering metasearch engine.
- HSDL instance of NLM's ToxSeek named SeekOnce, short for "Seek Once, Retrieve Many"

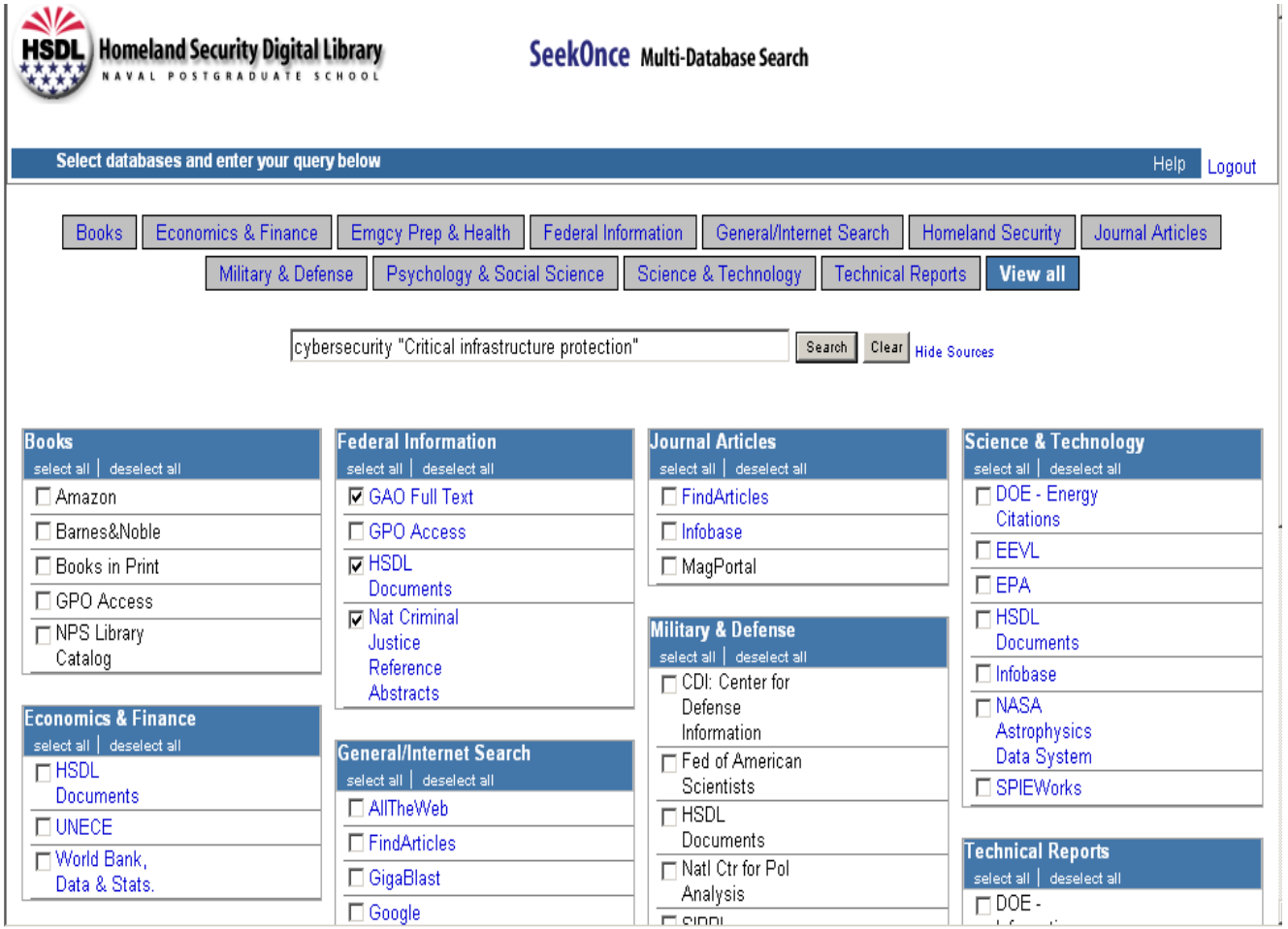
Criteria Used for Evaluation

- Returned Results
  - Number
  - Relevance
- Search Speed
- User Feedback
- Product Support
- Cost
  - Staff time (Time is Money)
  - Annual and Initial Costs

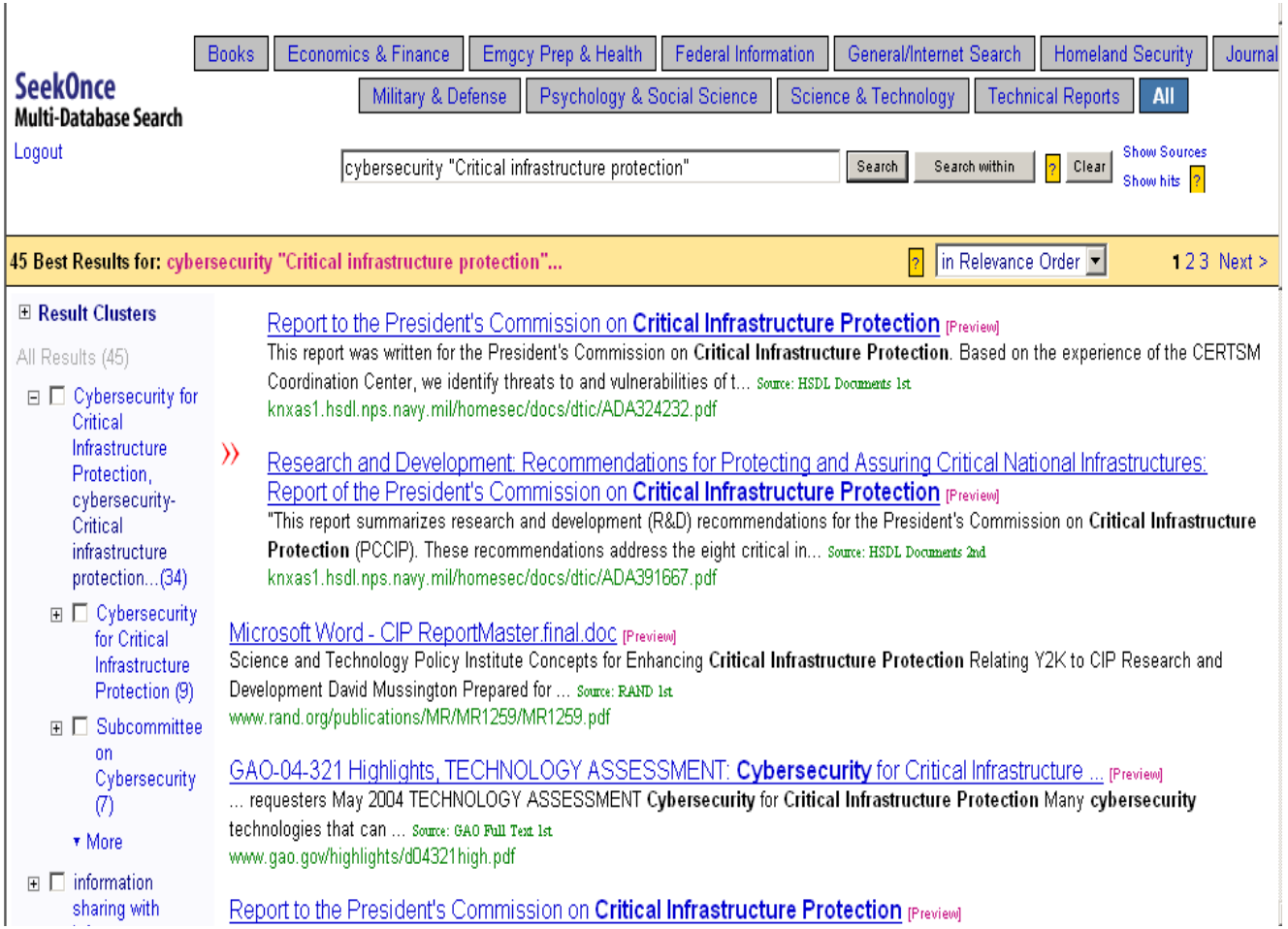
SeekOnce Key Functionality

- One click to original results source
- Clustering of results by concept
- No limit on number of targets to search
- Displays list of sources and number of hits
- Multiple ways of viewing results
  - Ranked by relevance, de-duped
  - Alphabetical, de-duped
  - By source, with duplicates

SeekOnce Multidatabase Search



SeekOnce Results Page



Search and Categorization

- Needed to improve search function
- Wanted to return results using our taxonomy to improve the findability of relevant material
- In summer of 2004, began to evaluate search and categorization software
- Selected the FAST search engine and Teragram software for categorization

Project to Product

- Re-conceptualize strategy from project development to product delivery
- Hire consultant to examine organization structure and costs
- Work to define pricing strategy

Zolin-Mirano report

- Public Good versus User Pays Model
- Assess scalability
- Assess competitors
- Use value model to demonstrate foregone costs

Changes in User Base

- As change user base needed to
  - Disconnect links to licensed content
  - Create DHS Access to enable user login to different set of content
  - Change emphasis in marketing briefs
  - Bring on board consultants for marketing and use studies
  - Establish Memoranda of Cooperation

Content

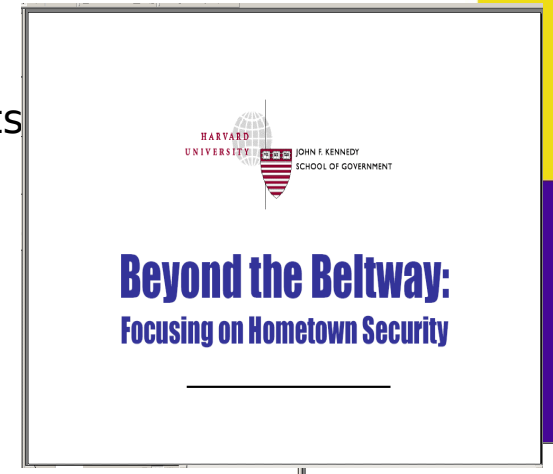
Types of Content

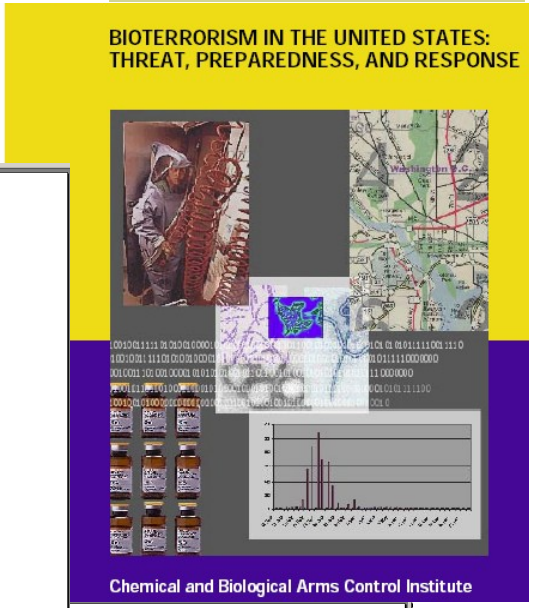
- Library catalogs
- Local content
- Public repositories
- Commercial data sources
- Agency data sources
- Dynamic content
- Newsfeeds

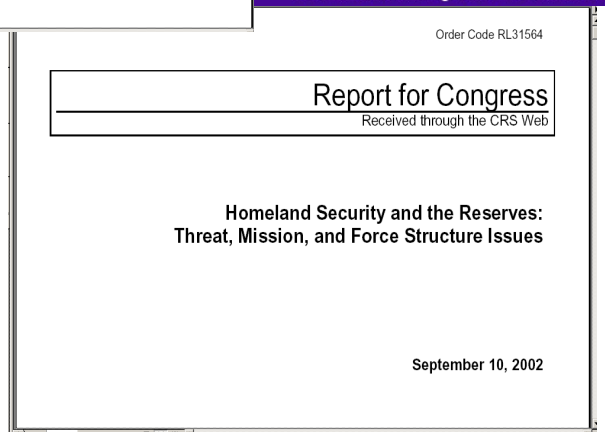
ProQuest®

Content Coverage

- Government documents [federal, state and local]
- Policies and procedures
- Research studies
- Theses and technical reports
- Think Tanks
- Case studies
- White papers
- Grey literature
- Public repository materials
- Legislative materials
- Agency data sources
- State and local plans
- Journal articles
- Internet sites
- Commercial database information
- News
- Bibliographies
- Multimedia materials







Content Format

- Format [preference toward standard formats]
  - Text [pdf, txt, rft, word, web hypertext]
  - Multimedia [ppt, audio, video]
  - Images [jpg, gif, tiff, bmp]
  - Data files [excel, MS access]

Unique Content

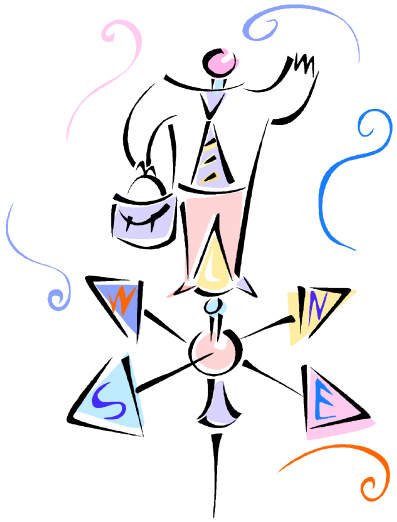
- Early Bird archives [June 2002 – present]
- Focused spiders

Journal Of Homeland Security
Established October 2000

Your #1 Source for Homeland News & Information
Homeland Defense ONLINE
JOURNAL

Content Shift?

- Expansion vs. shift
- Change in stakeholder requirements
- New users
  - Broader scope
  - Different needs
- New research areas
- Changing academic interests



Competition?

- Lessons Learned Information Sharing – www.llis.gov
- MIPT [Memorial Institute for the Prevention of Terrorism – www.mipt.org
- MIPT Terrorism Knowledge Base – www.tkb.org
- Responder Knowledge Base – www.rkb.mipt.org
- International Policy Institute for Counter-Terrorism Terror Attack Database -- www.ict.org.il/inter_ter/intnl_attacksearch_frame.htm
- Monterey WMD Terrorism Database – cns.miis.edu/wmdt/

Marketing

Marketing and Stakeholder Management

Marketing: Why do we need it?

- We had a great product that was used by a small number of students
- We had a Stakeholder who felt that they were spending a lot of money on a product that served few
- We had a need to re-shape our Stakeholders' view of HSDL

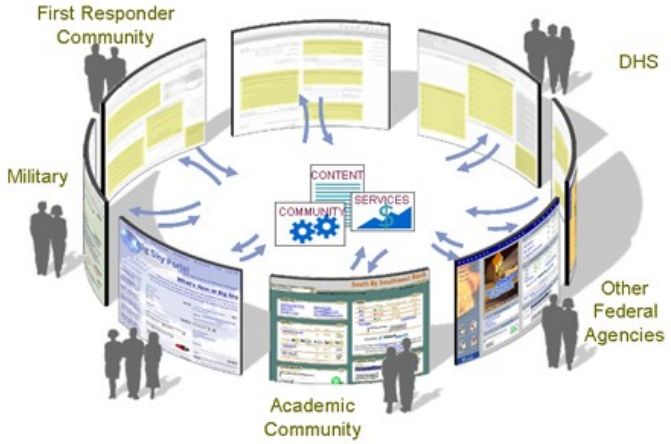
HSDL: Marketing

- Request for guidance from stakeholder revealed the a key difference in their target market(s) vs. our perceived target market(s):

I. Target - DHS; federal, state, and local government; academic community

II. Initial - The Naval Postgraduate School (CHDS) masters program and NPS research.

HSDL: Realignment



- Thus began our journey in re-aligning our mission with the mission of the Stakeholder and the guidance that the Stakeholder had provided.
  - The extent of such a realignment should not be trivialized.

HSDL - Shift happens

- Dual tracks:
  - Homeland Security
    - DHS
    - State and Local Government
  - Homeland Defense
    - Department of Navy
      - NPS
    - Department of the Army

Homeland Security Digital Library

- These dual tracks have quite different cultures
  - Homeland Security
    - Corporate Culture
      - Open and Sharing
  - Homeland Defense
    - Military Culture
      - Less accessibility

HSDL – Shift happens

- Additional process of identifying and penetrating target markets

  - Use of organizational structure within target organization

  - Leverage of Human Capital and Relationships built

HSDL – Shift happens

- Keep an eye on the Stakeholder(s)
  - Keep them informed
  - Ask for help when needed
  - Manage their expectations
  - Shift when they shift

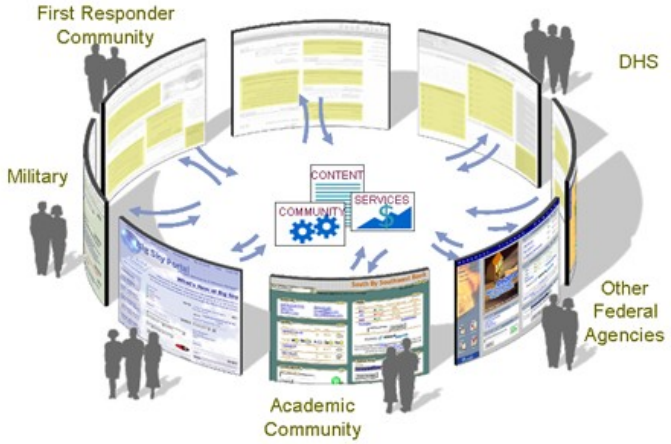
HSDL – Shift happens

- Relationship building
  - There is NO substitution for the relationship building that MUST take place in order to ensure success with both the Stakeholders and the customer(s).
  - You can not outsource this work

HSDL – Shift happens

- Things to remember:
  - Communicate, communicate, communicate
  - Don’t allow your Stakeholders or your customers to be surprised
  - Invest in the personal connection(s)
  - Budget for this work
  - Listen to your customer(s) – and respond to their needs

HSDL: Next Steps



- Our mission is to expand access to all policy planners, strategists, scholars, operational managers and first responders who are working to secure our homeland.

- To gain access send an email to: hsdl@nps.edu

Questions?

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